

THE
ISABELLA STEWART GARDNER
MUSEUM, INCORPORATED
BOSTON, MASSACHUSETTS



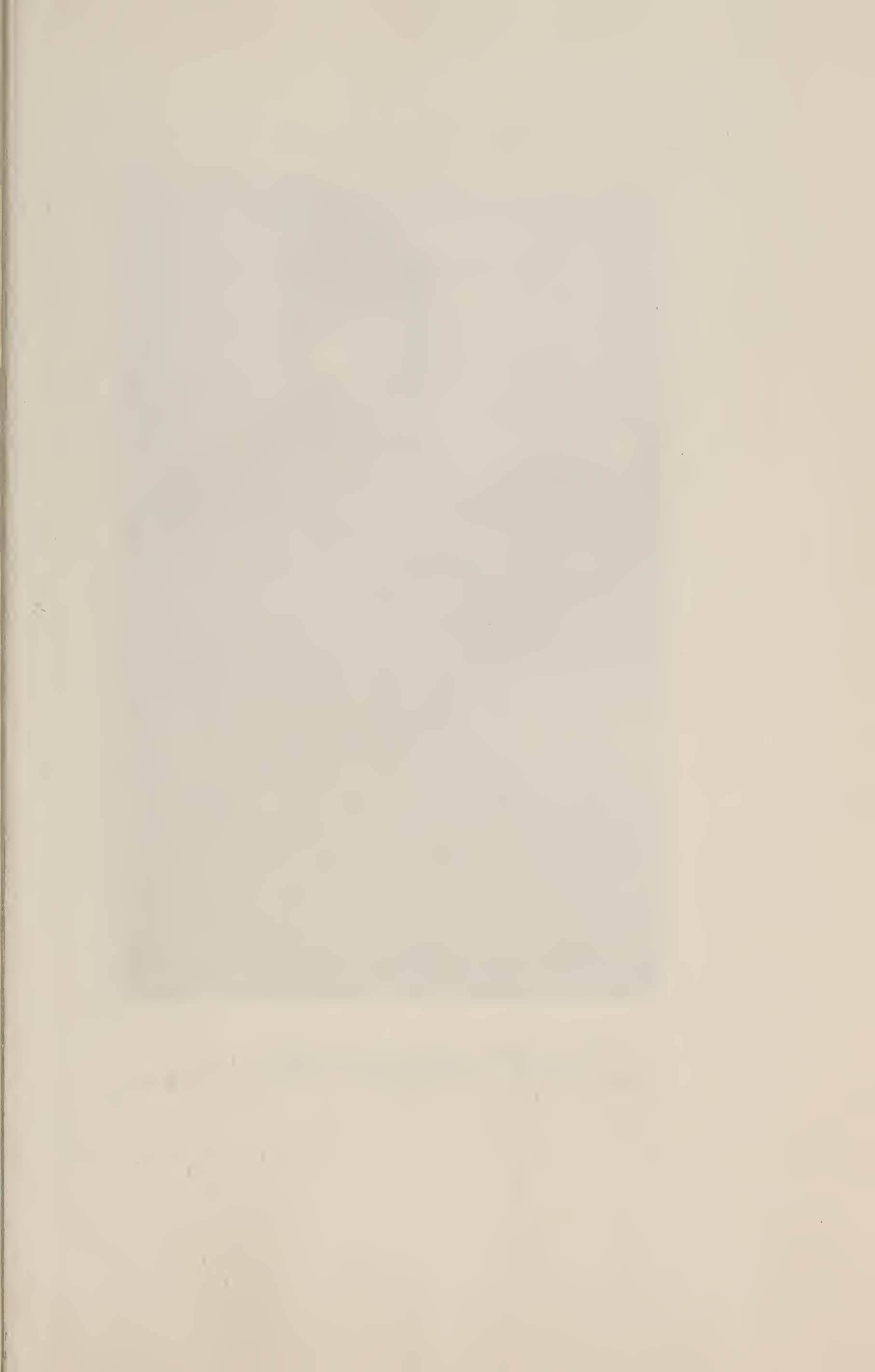
FORTIETH ANNUAL REPORT
1964



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Isabella Stuart Gardner

The Isabella Stewart Gardner Museum
INCORPORATED

Annual Report
for the year 1964



BOSTON, MASSACHUSETTS
1965

THE ISABELLA STEWART GARDNER
MUSEUM, INCORPORATED

Sole Trustee under the will of Isabella Stewart Gardner



G. PEABODY GARDNER, *President*

RICHARD C. PAINE, *Vice-President*

JOHN LOWELL GARDNER, *Treasurer*

MALCOLM D. PERKINS, *Secretary*

TRUSTEES

FRANCIS LEE HIGGINSON

ARTHUR POPE

RICHARD C. PAINE

G. PEABODY GARDNER

JAMES LAWRENCE, JR.

MALCOLM D. PERKINS

JOHN LOWELL GARDNER

STAFF*

Director Emeritus

MORRIS CARTER

ADMINISTRATION

Director

Administrator

Secretary for the Collection

Clerical Assistant for the Collection

Secretary for Administration

Assistant Secretary for Administration

Secretary for Music

Docents

GEORGE L. STOUT

ROLLIN VAN N. HADLEY

CLARA STRAUSS

MARTA OSTERSTROM

EVELYN BURR

JANET M. GARDNER

JOHANNA GIWOSKY

WILLIAM N. MASON

JESSIE M. STUART

NICHOLAS TRANQUILLO

HENRY H. BALOS

JOSEPH B. PRATT

Publications Consultant

Photographer

COLLECTION

Conservation Technicians

YVONNE A. A. COX

JUDITH M. CORAM

VINCENZINA ROMANO

CHARLES E. STAATS, JR.

SECURITY AND MAINTENANCE

Supervisor of Buildings

Security Foreman

Maintenance Foreman

Shop Technicians

JOHN J. MARETTI

PATRICK T. NILAND

JOHN J. KENNEDY

JOHN F. NILAND

MICHAEL FINNERTY

Technicians and Watchmen

FLORA A. BERRY

HERBERT A. BERRY

CARL E. BIGHAM

MARY CAMPBELL

PETER CONNORS

MICHAEL CONWAY

MARTIN DAVIS

JAMES F. HORGAN

JOSEPH V. KELLEY

DENNIS W. MAHONEY

PATRICK NAUGHTON

ELWIN F. RICH

MICHAEL WALLACE

Guards

CHRISTOPHER S. CAULFIELD

BASIL B. DAVISON

JAMES W. DOWNING

HAROLD J. EDGETT

CARL R. ERLANDSON

JOSEPH FEELEY

HENRY F. FORD

ERNEST GILLIBRAND

ALBERT B. GORDON

JOHN J. HAMMOND

JOHN J. HARRINGTON

HAROLD R. HOLM

WALTER E. LESLIE

PATRICK McDONOUGH

JOHN F. McELHINNEY

CHARLES H. MORSE

PAUL C. PETERSEN

PERCY C. SMITH

THOMAS SULLIVAN

EDMUND A. WEBB

WALTER J. WESTWOOD

GARDENING

Head Gardener (Greenhouse)

Head Gardener (Museum)

Gardeners

MICHAEL COGAVIN

PATRICK J. FLYNN

JOHN F. SULLIVAN

JOHN A. MADDEN

MICHAEL HEAVEY

ROBERT M. MacKENZIE

* On regular duty December 31, 1964.

NOTE

The Isabella Stewart Gardner Museum in the Fenway, Incorporated, was incorporated under the laws of the Commonwealth of Massachusetts, December 19, 1900, Mrs. Gardner's sole beneficial ownership of the works of art held by this corporation being represented by stock. (*For the Certificate of Incorporation see p. 6 and for a copy of an Act of 1925 authorizing the corporation to hold additional real and personal estate, not exceeding eight million dollars, see p. 7.*)

The Will and Codicil of Isabella Stewart Gardner probated August 21, 1924, gave to Trustees all her land in Boston including Fenway Court and the land adjacent thereto, and her works of art, or her interest therein as represented by stock of The Isabella Stewart Gardner Museum in the Fenway, Incorporated. (*For the relevant provisions of the Will and Codicil see p. 8.*)

On November 23, 1936, the Trustees then surviving executed an Agreement of Association with the intention of forming a corporation under Chapter 180 of the General Laws of the Commonwealth (*see p. 11*). A certificate of Incorporation was granted on December 23, 1936, as of the date of the said Agreement (*see p. 13*). An Act authorizing the corporation to hold additional real and personal estate not exceeding twelve million dollars was approved March 23, 1937 (*see p. 14*), and this limit was raised to twenty million dollars by an Act approved April 4, 1955. (*See page 14.*)

The Trustees under the Will having resigned upon the formation of the corporation, The Isabella Stewart Gardner Museum, Incorporated, was on December 24, 1936, appointed by the Probate Court of Suffolk County, sole Trustee of the estate theretofore held in trust by the individual Trustees. (*For the Certificate of the Probate Court, see p. 15.*)

By an Act of the General Court of the Commonwealth approved May 14, 1943, the real estate in Boston of the Isabella Stewart Gardner Museum, Inc., was exempted from taxation as from January 1, 1943. (*For the Act see page 16.*)

Commonwealth of Massachusetts

Be it known *That whereas* John Chipman Gray, Isabella Stewart Gardner, Henry Walton Swift, Harold Jefferson Coolidge, Charles L. Pierson, Willard Thomas Sears, and William Amory Gardner have associated themselves with the intention of forming a corporation under the name of

THE ISABELLA STEWART GARDNER MUSEUM IN THE FENWAY, INCORPORATED

for the purpose of art education, especially by the public exhibition of works of art, with a capital of Fifty Thousand Dollars, and have complied with the provisions of the Statutes of the Commonwealth in such case made and provided, as appears from the certificate of the President, Treasurer, Secretary and Director of the said Corporation, duly approved by the Commissioner of Corporations and recorded in this office:

~~Now, Therefore~~, I, William M. Olin, Secretary of the Commonwealth of Massachusetts, ~~Do hereby Certify~~ that said John Chipman Gray, Isabella Stewart Gardner, Henry Walton Swift, Harold Jefferson Coolidge, Charles L. Pierson, Willard Thomas Sears, and William Amory Gardner, their associates and successors, are legally organized and established as and are hereby made an existing corporation under the name of

THE ISABELLA STEWART GARDNER MUSEUM IN THE FENWAY, INCORPORATED

with the powers, rights, and privileges, and subject to the limitations, duties and restrictions which by law appertain thereto.

~~Witness~~ my official signature hereunto subscribed, and the seal of the Commonwealth of Massachusetts hereunto affixed this nineteenth day of December in the year of our Lord one thousand nine hundred.

[Seal]

WM. M. OLIN,
Secretary of the Commonwealth.

Commonwealth of Massachusetts

Acts of 1925 — Chapter 198

An Act to authorize THE ISABELLA STEWART GARDNER MUSEUM IN THE FENWAY, INCORPORATED, to hold additional real and personal estate and for other purposes.

Be it enacted, etc., as follows:

THE ISABELLA STEWART GARDNER MUSEUM IN THE FENWAY, INCORPORATED, a charitable institution organized under the general laws relating to charitable corporations, may hold real and personal estate to an amount not exceeding eight million dollars, including the amount it is already authorized to hold by section nine of chapter one hundred and eighty of the general laws, which estate shall be devoted to the purposes of said institution, as provided in said section nine, so that through its agency may be carried on the endowed Museum given under the will of Isabella Stewart Gardner for the education and enjoyment of the public forever.

Approved March 30, 1925.

EXCERPTS FROM THE WILL AND CODICIL
OF
ISABELLA STEWART GARDNER

Dated May 9, 1921: Probated August 21, 1924

THIRD: 1. To Harold J. Coolidge, Grafton D. Cushing, William C. Endicott, Francis L. Higginson, Jr., and Arthur F. Johnson, all of Boston, and to said Arthur Pope, and to Henry D. Sleeper of Gloucester, and the survivors and survivor of them, and the heirs of the survivor, I devise all the land which I own in Boston, and especially the land comprising my estate known as Fenway Court, and my land adjacent thereto, situated on the Fenway, the Tremont entrance to the Fenway Park, and Worthington Street, which tract includes the lots conveyed to me by deeds of Augustus P. Loring, dated January 31, 1899, and June 13, 1899, recorded with Suffolk Deeds, *Lib.* 2620, *Fol.* 107 and 109; deed of Moses Williams *et al.*, Trustees, dated February 26, 1900, recorded with Suffolk Deeds, *Lib.* 2667, *Fol.* 306; deed of Henry M. White, dated January 1, 1901, recorded with Suffolk Deeds, *Lib.* 2728, *Fol.* 25; deed of Moses Williams *et al.*, Trustees, dated June 16, 1906, recorded with Suffolk Deeds, *Lib.* 3136, *Fol.* 170; deed of Paul and Rachel S. Thorndike, acknowledged March 22, 1907, and recorded with Suffolk Deeds, *Lib.* 3197, *Fol.* 493; deed of Charles Paine, dated November 20, 1911, and recorded with Suffolk Deeds, *Lib.* 3589, *Fol.* 232, and deed of Moses Williams *et al.*, Trustees, dated January 8, 1913, and recorded with Suffolk Deeds, *Lib.* 3700, *Fol.* 631, with the buildings thereon, and I also bequeath to the said Coolidge, Cushing, Endicott, Higginson, Johnson, Pope and Sleeper, and the survivors and survivor of them, and the

representatives of the survivor, all my interest in the pictures, statuary, works of art, bric-a-brac, furniture, books and papers, contained at my death in all the stories of the main building of said Fenway Court other than the fourth story and the attic, and also in or upon the grounds adjoining said building, and all such articles as are above mentioned wherever situated intended or destined to be contained in these stories other than the fourth story and the attic, including all the property in which I own the beneficial interest through my ownership of all the shares of the Isabella Stewart Gardner Museum in the Fenway, Incorporated, all the aforesaid real and personal property to be held by said Coolidge, Cushing, Endicott, Higginson, Johnson, Pope and Sleeper, in trust as a Museum for the education and enjoyment of the public forever, but no works of art shall be placed therein for exhibition other than such as I, or the Isabella Stewart Gardner Museum in the Fenway, Incorporated, own or have contracted for at my death. And I direct that, if any question arises as to what is intended or destined for said stories other than the fourth story and the attic, the judgment of my Executors or Executor shall be final.

2. Whereas in the foregoing paragraph I have bequeathed all my interest in certain personal property, and whereas the legal title to it or to a portion of it is in the Isabella Stewart Gardner Museum in the Fenway, Incorporated, and whereas it is my intention that all the property of the Isabella Stewart Gardner Museum in the Fenway, Incorporated, shall be and remain in the Museum established under this will, now, therefore, I give and bequeath all my shares in the Isabella Stewart Gardner Museum in the Fenway, Incorporated, to said Coolidge, Cushing, Endicott, Higginson, Johnson, Pope and Sleeper, to be held in trust

for the purposes of the Museum established under this will, I hereby directing the Trustees so to hold and manage said shares that all the property of the Isabella Stewart Gardner Museum in the Fenway, Incorporated, shall be and remain forever in the Museum established under this will subject to all the provisions of this will relating to the Museum so established. And I authorize the said Trustees, as the holders of all the shares of the Isabella Stewart Gardner Museum in the Fenway, Incorporated, to procure its dissolution, and the transfer and delivery of all its property to them as Trustees to be held in trust for the purposes of the Museum established under this will in accordance with all the provisions of this will relating to said Museum.

3. I also give to the said Coolidge, Cushing, Endicott, Higginson, Johnson, Pope and Sleeper, and the survivors and survivor of them, and the representatives of the survivor, the sum of one million two hundred thousand dollars (\$1,200,000) in trust to apply the income of it to maintain the Museum established under this will in accordance with all the provisions of this will.

AGREEMENT OF ASSOCIATION

Commonwealth of Massachusetts

DEPARTMENT OF CORPORATIONS AND TAXATION

We, whose names are hereto subscribed, do, by this agreement, associate ourselves with the intention of forming a corporation under the provisions of Chapter 180 of the General Laws (Ter. Ed.).

The name by which the corporation shall be known is

THE ISABELLA STEWART GARDNER MUSEUM, INCORPORATED.

The location of the principal office of the corporation to be in Massachusetts is the City of Boston.

The purposes for which the corporation is formed are as follows:—

To conduct the museum established by the will of Isabella Stewart Gardner and otherwise to carry out the charitable purposes contained in said will, and incidentally thereto to act in any manner under said will with all the rights and powers conferred by said will, and to receive and hold real and personal property including all the property now held by the trustees under the will of said Isabella Stewart Gardner, and to administer all such property upon the trusts and in conformity with the provisions of said will.

The amount of its capital stock (if any) is *None* dollars

The par value of its shares is *None* dollars

The number of its shares is *None*

We hereby waive all requirements of the General Laws of Massachusetts for notice of the first meeting for organization, and appoint the 23rd day of November 1936, at one o'clock P.M., at Fenway Court, Boston, Massachusetts, as the time and place for holding said first meeting.

In Witness Whereof we have hereto signed our names
this 23rd day of November in the year nineteen hundred and
thirty-six.

NAME	RESIDENCE (City or town; street and number)
William C. Endicott	59 Ingersoll St., Danvers, Mass.
Francis L. Higginson	Cherry St., Wenham, Mass.
Grafton D. Cushing	45 East 66th St., N. Y. C.
T. Jefferson Coolidge	35 Lapland St., Brookline
Richard C. Paine	325 Heath St., Brookline, Mass.
Olga E. Monks	51 Commonwealth Ave., Boston
Arthur Pope	11 Lowell St., Cambridge, Mass.

CERTIFICATE OF INCORPORATION

Commonwealth of Massachusetts

Be it known That whereas William C. Endicott (deceased), Francis L. Higginson, Olga E. Monks, T. Jefferson Coolidge, Grafton D. Cushing, Richard C. Paine and Arthur Pope have associated themselves with the intention of forming a corporation under the name of

THE ISABELLA STEWART GARDNER MUSEUM, INCORPORATED, for the purpose of the following:—To conduct the museum established by the will of Isabella Stewart Gardner and otherwise to carry out the charitable purposes contained in said will, and incidentally thereto to act in any manner under said will with all the rights and powers conferred by said will, and to receive and hold real and personal property including all the property now held by the trustees under the will of said Isabella Stewart Gardner, and to administer all such property upon the trusts and in conformity with the provisions of said will; and have complied with the provisions of the Statutes of this Commonwealth in such case made and provided, as appears from the Articles of Organization of said corporation, duly approved by the Commissioner of Corporations and Taxation and recorded in this office:

Now, therefore, I, Frederic W. Cook, Secretary of The Commonwealth of Massachusetts, ~~Do Hereby Certify~~ that said William C. Endicott (deceased), Francis L. Higginson, Olga E. Monks, T. Jefferson Coolidge, Grafton D. Cushing, Richard C. Paine and Arthur Pope, their associates and successors, are legally organized and established as, and are hereby made, an existing corporation as of November 28, 1936, under the name of THE ISABELLA STEWART GARDNER MUSEUM, INCORPORATED, with the powers, rights and privileges and subject to the limitations, duties and restrictions, which by law appertain thereto.

Witness my official signature hereunto subscribed, and the Great Seal of The Commonwealth of Massachusetts hereunto affixed, this twenty-third day of December in the year of our Lord one thousand nine hundred and thirty-six.

F. W. COOK

Secretary of the Commonwealth.

[Seal]

Commonwealth of Massachusetts

Chapter 126 — Laws of 1937

An Act authorizing THE ISABELLA STEWART GARDNER MUSEUM, INCORPORATED, to hold additional real and personal estate.

Be it enacted, etc., as follows:

THE ISABELLA STEWART GARDNER MUSEUM, INCORPORATED, a charitable institution organized under the general laws relating to charitable corporations to carry out the charitable provisions contained in the will of Isabella Stewart Gardner, may hold real and personal estate to an amount not exceeding twelve million dollars notwithstanding the limitation provided by section nine of chapter one hundred and eighty of the General Laws, which estate shall be devoted to the purposes of said institution as provided in said section nine.

Approved March 23, 1937.

Commonwealth of Massachusetts

Chapter 248 — Laws of 1955

An Act authorizing THE ISABELLA STEWART GARDNER MUSEUM, INCORPORATED, to hold additional real and personal estate.

Be it enacted by the Senate and House of Representatives in General Court assembled, and by the authority of the same, as follows: Chapter 126 of the acts of 1937 is hereby amended by striking out, in line 6, the word "twelve" and inserting in place thereof the word twenty.

Commonwealth of Massachusetts

PROBATE COURT

SUFFOLK, SS.

THE ISABELLA STEWART GARDNER MUSEUM, INCORPORATED, of Boston, Suffolk County, a Massachusetts Corporation, is appointed trustee of certain estate given in trust as a Museum for the education and enjoyment of the public forever under the will of Isabella Stewart Gardner, late of Boston, in the County of Suffolk, deceased, testate, which will was proved and allowed on the twenty-first day of August A.D. 1924, by said Court, and is now of record in this Court, to act in place of William C. Endicott, deceased, Grafton D. Cushing, Olga E. Monks, Richard C. Paine, T. Jefferson Coolidge, Arthur Pope and Francis L. Higginson (resigned).

And you are required to make and return to said Probate Court, within three months from the date hereof, a true inventory of all real and personal estate belonging to it as trustee, which at the time of the making of such inventory shall have come to its possession or knowledge;

To manage and dispose of all such estate, and faithfully to discharge its trust in relation thereto, according to law and the will of said testatrix;

To render, upon oath, a true account of the property in its hands, and of the management and disposition thereof, at least once a year until its trust is fulfilled, unless excused therefrom in any year by said Court; and

At the expiration of its trust, to settle its account in said Court, and pay over and deliver all the estate and effects remaining in its hands, or due from it on such settlement, to the person or persons entitled thereto.

Witness, William M. Prest, Esquire, Judge of said Court, at Boston, this 24th day of December in the year of our Lord one thousand nine hundred and thirty-six.

ARTHUR W. SULLIVAN, *Register*.

Commonwealth of Massachusetts

Acts of the Year 1943

Chapter 279

An Act to Exempt from Taxation the Real Estate in Boston of THE ISABELLA STEWART GARDNER MUSEUM, INCORPORATED, Trustee under the Will of Isabella Stewart Gardner.

Be it enacted, etc., as follows:

The real estate, hereinafter described, located in the city of Boston and held by THE ISABELLA STEWART GARDNER MUSEUM, INCORPORATED, as trustee under the will of Isabella Stewart Gardner, shall be exempt from taxation beginning January first, nineteen hundred and forty-three, and continuing so long as the museum, known as the Isabella Stewart Gardner Museum, is operated by said corporation for the education and enjoyment of the public. Said real estate includes the building housing said museum and is bounded northwesterly by Worthington street; northeasterly by the Fenway; southeasterly by Evans Way; southwesterly by land now or formerly of Carol H. Powers et al., one hundred and twenty-one hundredths feet; and northwesterly thirty-two and sixty-nine hundredths feet and southwesterly eighty-four and eighty-nine hundredths feet by land now or formerly of Harold J. Coolidge et al., Trustees; containing about sixty-six thousand, seven hundred and ninety-four square feet.

Approved May 14, 1943.

THE ISABELLA STEWART GARDNER
MUSEUM, INCORPORATED
BY-LAWS

ARTICLE I

The officers of this corporation shall consist of a board of seven Trustees, a presiding officer to be known as the President of The Isabella Stewart Gardner Museum, Incorporated, a Vice-President of The Isabella Stewart Gardner Museum, Incorporated, a financial officer to be known as the Treasurer of The Isabella Stewart Gardner Museum, Incorporated, and a recording officer to be known as the Secretary of The Isabella Stewart Gardner Museum, Incorporated.

ARTICLE II

The Trustees shall have the right to resign, and upon the death or resignation of any of them the remainder shall have the right to fill the vacancy or vacancies by the election of a new member or members.

ARTICLE III

The Trustees shall have general control of the property of the corporation and shall have power to appoint from time to time such agents as they may deem necessary for the appropriate conduct of the affairs of the corporation, subject to the provisions of the will of Isabella Stewart Gardner.

ARTICLE IV

The Trustees shall, at the annual meeting, choose from their number a President of the Corporation to hold office until the next annual meeting.

ARTICLE V

The Trustees shall, at the annual meeting, choose from their number a Vice-President of the Corporation, to hold office until the next annual meeting. It shall be the duty of the Vice-President to preside at meetings of the Trustees in the absence of the President. The Vice-President may also hold the office of Treasurer or Secretary if thereto elected.

ARTICLE VI

The Trustees shall, at the annual meeting, choose from their number a Treasurer of the Corporation, to hold office until the next annual meeting. It shall be the duty of the Treasurer to keep the financial records of the Corporation and report thereon to the Trustees. The Treasurer may also hold the office of Secretary if thereto elected.

The Trustees, at the annual meeting, shall also choose from their number a Finance Committee, to hold office until the next annual meeting and to consist of three members, one of whom shall be the Treasurer, who shall be chairman of the Committee. The Finance Committee shall be empowered to invest, change investments, and re-invest the funds belonging to the Corporation in any capacity, whether as Trustee under the will of Isabella Stewart Gardner or otherwise, and may act on all such matters by a majority of their number.

A national bank or trust company doing business in Massachusetts may be appointed by the Trustees as Financial Agent of the Corporation. The duties of the Financial Agent may include, but need not be limited to, the receiving and having custody of funds and securities belonging to the Corporation in any capacity, whether as Trustee under the will of Isabella Stewart Gardner or otherwise, the

keeping of accounts for the Corporation, the execution of purchases and sales of securities authorized by the Finance Committee, and the furnishing of investment advice. While the Financial Agent is thus charged with any duties which the By-Laws assign to the Treasurer, the Treasurer is relieved from performing them.

ARTICLE VII

The Trustees shall, at the annual meeting, choose from their number a Secretary of the Corporation to hold office until the next annual meeting. It shall be the duty of the Secretary to keep a record of the meetings of the Trustees and to give the requisite notice thereof.

ARTICLE VIII

A vacancy occurring in any of the offices of the Corporation may be filled at any regular or special meeting of the Trustees, the officer so elected to hold office until the next annual meeting.

ARTICLE IX

The Trustees shall have power to act on all questions by a majority of their number. No Trustee shall be liable for retaining bonds or securities unregistered or in the name of a nominee, for leaving securities in the possession or control of any other of the Trustees or any depositary selected with reasonable care, for any error of judgment, or for anything except his own wilful personal default.

ARTICLE X

An annual meeting of the Trustees shall be held at Boston on the second Monday of February in each year. Special meetings may be held at any time, either in Boston or elsewhere in the Commonwealth, upon the request of any of

the Trustees. The Secretary shall give notice thereof to each Trustee, either personally or by mail, at least three days prior to the time of such meeting, or said notice may be given by the President, but any meeting of the Trustees at any place at which all shall be present shall be valid without any previous notice thereof.

ARTICLE XI

A notice of any meeting of the Trustees, mailed to addresses furnished by them, shall be sufficient notice.

ARTICLE XII

The seal of the corporation shall consist of a circular impression bearing the corporate name and the year of incorporation and a design representing a phoenix surmounted by a helmet with the motto *C'est mon plaisir*.

ARTICLE XIII

The By-Laws may be amended in any manner not incompatible with the due administration of the trusts set up in the will of Isabella Stewart Gardner, at any regular or special meeting, provided that notice of such intended amendment shall be given in the call for the meeting.

REPORT OF THE PRESIDENT



TO THE TRUSTEES:

As will be seen from the Director's Report, nothing of notable importance occurred during the year 1964 but many important things were done to maintain and preserve the Museum building and its precious collection.

Over-all attendance was about the same as for 1962, exceeding 1963 by about 10,000. We still regret that the Boston public schools make so little use of the opportunity offered them for visits by their pupils; this is in striking contrast to the use of the Museum made by schools, both public and private, outside Boston.

Of grave concern to us as well as to neighboring institutions is the proposed routing of a massive new highway, the so-called Inner Belt. If built as designed it would cut off a large section of The Fenway and pass alarmingly close to our entrance. This would be most unfortunate, not only from an aesthetic point of view, but because of possible serious damage to our structure and collection. We have therefore joined with the Museum of Fine Arts, Wentworth Institute, Simmons College and other institutions in an effort to oppose the Belt's presently planned route.

G. PEABODY GARDNER,
President

February 24, 1965

REPORT OF THE DIRECTOR



TO THE TRUSTEES:

A survey of 1964 brings out no single feature that is prominent in the history of the Museum. Rather, all undertakings were aimed at holding the character, the quality, and the public service of the establishment at full amplitude. To attain that is to be neither static nor stagnant, for a museum, like a human creature, can survive in health only if it has activity and nourishment. Repairs on buildings have been many, as have those on objects in the collection, and these labors will never end. They constantly allay deterioration as much as can be done. In the care of the collection which is, of course, the main responsibility, the measures taken are properly unseen. An important one is the slow, methodical development of an inventory of the holdings. A method of numerical listing has been adopted and the number assigned to it is placed on each object as well as in the record. So far, fourteen exhibition areas have been largely finished. Cleaning and repair of objects occupies many hours and days of staff time every month. Textiles furnish a constant problem in conservation. Laces have been washed and mended, 61 pieces. Other textiles to the number of 55 have had cleaning and repair. Furniture, 37 pieces, has taken its share of work, and objects of sundry other categories have been strengthened.

Efforts go on to improve order, cleanliness, and strength in the building and to mitigate risks of all kinds. Fire-fighting equipment was changed in some areas. Electrical wiring was renewed and fixtures replaced in six rooms. The coal bin got a new floor and that low part of the basement

was furnished with sumps and pumps. Alterations were made in living quarters on the fourth floor and over the garage to reduce labor of upkeep and to increase safety. The greenhouse in Brookline had the entire heating system replaced; many of the benches were renewed; plumbing, repairs, and painting were done in the living cottage of that compound.

Stocks of many of the Museum's publications were exhausted. The *General Catalogue* had to be reprinted and the *Guide* also. A limited reprinting of the information folder was completed and a larger one was planned, with more text and more illustrations, in the expectation that it will be sold for ten cents. A similar change is contemplated for the *Calendar of Scheduled Events*, from a weekly to a monthly issue that will hold more extensive notes and articles on objects in the collection.

Within the means available, programs of music offered on all days when the Museum is fully open, have been extended in their variety and are thought to have been improved in their performance. Each year seems to mark an improvement also in the plants supplied for the interior of the building and in those grown outside during moderate weather. What the Museum has to give the public through its works of art and through these added arts of musician and gardener draws an increasing attendance over the years. The gain is not spectacular and is not altogether steady, for a single year may fall behind its predecessor, but if the count for 1960-1964 is taken as an average and compared to that of 1950-1954 and that of 1940-1944, the ratio for each five-year period, in approximate thousands, average, is found to be 123:84:76. That surely is evidence that the aim in the Museum's founding—"for the education and enjoyment of the public"—is not lost or diminished in force.

The 194 musical events of the year included two series of concerts: one to show the development of the keyboard sonata form, with music played by Ralph Kirkpatrick, Glenn Gould, Mieczyslaw Horszowski, Alfred Brendel, Leonard Shure, and George Pappastavrou; the other to introduce to visitors at the Museum six of the young musicians who had reached the finals in the Leventritt Competition, an old and highly rated affair. In other performances were a chamber orchestra, a bassoon quartet, a brass quintet, and a two-piano performance with percussion, along with the usual piano, violin, voice, trio, and duo recitals. Several compositions were heard for the first time. The scheduled performances of music were planned with a view to four considerations: (1) an opportunity to hear the standard music literature; (2) an introduction of more venturesome music, of interest to the many students of the Boston area; (3) provision of means for young and talented musicians to gain experience in public performance; and (4) occasional presentation of a well-known artist who might otherwise be inaccessible to many. Phonograph and radio have vastly increased audiences for music, yet in many areas fewer live concerts are offered. The cost of admittance has greatly increased. The free offerings of the Museum consequently fill a valued place.

Occupation with internal affairs has not prevented members of the staff from taking their share of responsibility in those closely related matters which concern the immediate community and the wide circle of other collections, publishers, critics, and art historians. With museums in New England and with the teaching institutions in the Fens area an amiable association is retained. Requests for the privilege of making printed reproductions of objects have come with almost every mail, as have demands for books, items of in-

formation, photographs, and color transparencies. The Museum was represented at the annual meetings of the Association of Art Museum Directors and at national and regional meetings of the American Association of Museums. By arrangement groups of foreign curators and authors have been received. Talks about the Museum and its holdings have been given by staff members to those organizations that have asked for them. Personnel serve as consultants and advisors to similar establishments in many cities.

Visitors who requested permission to take photographs in the Museum numbered 1,887 during the year. Of these, 47 per cent gave an address in Greater Boston, 12 per cent from the rest of New England, 29 per cent from other sections of the United States, and 12 per cent from foreign countries. These places of residence are in about the same proportion as in previous years but the total number has increased steadily.

Attendance for the year has the summary:

Scheduled open periods on weekdays	64,007
Sunday afternoons	54,962
Closed days and special events	8,964
Total	<u>127,933</u>

Visitors on open evenings, first Thursdays of eleven months, numbered 3,017 (included in the weekday total). Scheduled study groups were:

Boston public schools	3 groups	91 persons
Public schools outside Boston	72	3,198
Private schools	10	312
Colleges	28	823
Other organizations	71	1,960

On days when the Museum was open 134 groups of visitors,

2,125 persons, were given guided tours by Museum personnel. On closed days attendance under various provisions was 5,679; regular tours, given twice on each closed day, were attended by 299 groups, 4,536 persons. By appointment 112 groups, 3,614 persons, took special guided tours. Teas following a visit were arranged by 20 groups, 1,530 persons. The principal special events which accompanied visits were:

Reception in honor of Miss Joan Sutherland by the Opera Group of Boston, Inc., February 12 (290); talk for American Society of Planning Officers by the Boston Redevelopment Authority, April 6 (72); reception in honor of Alan Hovahness, with piano recital by Naru Hovahness, sponsored by Friends of Armenian Culture Society, April 10 (340); concert by The Cambridge Singers, April 17 (250); reception for Fulbright Fellows by sponsors at Harvard University, May 4 (135); conducted tour for Ladies' Committee of the Montreal Museum of Fine Arts, May 19 (29); concert by the New England Baptist Hospital Glee Club for the New England Baptist Hospital League, May 21 (194); conducted tour for Harvard International Seminar, July 17 (20); reception in honor of His Excellency, Ryjui Takeuchi, Japanese Ambassador to the United States, and his wife, by the Japan Society of Boston, September 30 (209); gallery visit and reception for Florence Crittenton League, Northeastern Area Conference, October 19 (92); evening devoted to the arts, by Advent School, November 20 (375); Christmas party for The Boys' Club of Roxbury, by the Trustees of the Museum, December 17 (44).

In accordance with a direction in the will of Isabella Stewart Gardner, a memorial service was conducted on April 14

by the Society of St. John the Evangelist. The Reverend Father Alfred J. Pedersen, S.S.J.E., was the celebrant.

Sales of publications (cash return, \$8,308.70) were:

<i>Reproductions of Paintings</i> (Pope and Hatch)	4
<i>Isabella Stewart Gardner & Fenway Court</i> (Carter)	93
<i>Catalogue of Exhibited Paintings and Drawings</i> (Hendy)	104
<i>General Catalogue</i> (Longstreet)	7
<i>Titian's Rape of Europa</i> (Pope)	6
<i>Guide</i>	4,721
Reproductions	2,704
Cards	18,727
Note folders	303
Color transparencies 35 mm original	896
duplicate	997
Other publications	29

With sorrow I report that George G. Thomson, who had been a guard for three years, died in August. Resignations have been: Basil Deering and Paul Simonetti, guards; Robert A. Cain, part-time technician. Appointed to the staff on part or full time were: Marta Osterstrom, clerical assistant; Carl R. Erlandson, John J. Harrington, Harold R. Holm, Patrick McDonough, and John F. McElhinney, guards. Students have been engaged, largely on restricted work schedules and for limited periods: Webster B. Cain, Susan E. Clarke, Elizabeth B. Cranshaw, Joseph Donovan, William Donovan, Leslie J. Goldwasser, Henry Graham, Ronald R. Lamothe, Joyce Lasser, Ingrid Moberger, and Judith F. Tick.

This has been the tenth year that I have held this position. The latter five of them have been regrettably expensive but the costs incurred were deemed necessary to the welfare of

the establishment, the holdings, and the services. An honored privilege for me has been the direction of a governing board which is dominated in every decision and in every action by a steadfast loyalty to the purpose of this foundation, and the collaboration of a Staff that has made manifest its willingness to give up personal convenience whenever that might interfere with the security of the Museum or with its contribution to visitors. The innumerable tasks of all persons, Trustees and Staff, have been carried through in a temper of friendly understanding.

Respectfully submitted,

GEORGE L. STOUT,
Director

February 15, 1965

REPORT OF THE TREASURER

STATEMENT OF ASSETS AND FUNDS

DECEMBER 31, 1964 AND 1963

ASSETS		1964	1963
<i>General fund:</i>			
Investments (Note 1):			
Bonds (approximate market value			
\$4,063,500 in 1964)			
		\$ 4,077,903	\$ 4,075,726
Common stocks (approximate market			
value \$8,684,166 in 1964)			
		<u>3,368,444</u>	<u>2,948,034</u>
		7,446,347	7,023,760
Cash			
		11,198	34,755
Museum property, at appraised			
values (Note 2):			
Land and buildings			
		366,400	366,400
5,000 shares of The Isabella Stewart			
Gardner Museum in Fenway,			
Incorporated, representing:			
Contents of Museum building			
		4,015,000	4,015,000
Lot and greenhouse			
		<u>49,000</u>	<u>49,000</u>
		4,064,000	4,064,000
		<u>4,430,400</u>	<u>4,430,400</u>
		11,887,945	11,488,915
<i>Pension fund:</i>			
Investments:			
Bonds, at cost (approximate market			
value \$747, 550 in 1964)			
		769,679	727,400
Cash			
		<u>47,000</u>	<u>84,284</u>
		816,679	811,684
<i>Current working funds:</i>			
Investments:			
Bonds, at cost (approximate market			
value \$538,750 in 1964)			
		535,249	461,120
Cash			
		<u>68,954</u>	<u>89,294</u>
		604,203	550,414
		<u>\$13,308,827</u>	<u>\$12,851,013</u>
FUNDS			
<i>General fund</i>		\$11,887,945	\$11,488,915
<i>Pension fund</i>		816,679	811,684
<i>Current working funds:</i>			
Maintenance and depreciation			
		414,996	414,823
Current surplus account			
		<u>189,207</u>	<u>135,591</u>
		604,203	550,414
		<u>\$13,308,827</u>	<u>\$12,851,013</u>

See accompanying notes.

STATEMENT OF INCOME RECEIVED, EXPENDITURES AND APPROPRIATIONS

YEARS ENDED DECEMBER 31, 1964 AND 1963

	1964	1963
<i>Income received:</i>		
Income from investments (not including income on Pension Fund investments):		
Interest on bonds	\$179,661	\$174,458
Dividends on common stocks	223,692	213,948
Sales of catalogues, post cards, etc. at Museum	8,122	9,355
	<u>411,475</u>	<u>397,761</u>
<i>Expenditures:</i>		
Museum operating expenses:		
Maintenance and security	157,855	157,054
Gardening and grounds	44,610	46,675
Music	27,807	25,385
Care of collection and paintings	15,225	11,905
Administration	54,040	56,865
Insurance	12,303	8,355
Compensation of managing trustees	3,960	4,060
Professional services	17,356	17,340
Social security taxes	7,141	6,908
Employees' Blue Cross and Blue Shield	6,329	6,283
Miscellaneous general and administrative expenses	1,233	1,529
	<u>347,859</u>	<u>342,359</u>
Excess of income over expenditures	63,616	55,402
Appropriation for Pension Fund	10,000	10,000
Excess of income received over expenditures and appropriations from income	<u>\$ 53,616</u>	<u>\$ 45,402</u>

See accompanying notes.

STATEMENT OF CHANGES IN FUNDS

YEAR ENDED DECEMBER 31, 1964

	General Fund	Pension Fund	Current working funds Maintenance and depreciation	Current surplus account
Balances, December 31, 1963	\$11,488,915	\$811,684	\$414,823	\$135,591
Excess of income received over expenditures and appropriations from income				53,616
Net gain (loss) from sales of securities (Note 1)	399,030	(5,787)	173	
Income from investments of Pension Fund		26,122		
Appropriation from income for Pension Fund		10,000		
Pensions paid		(25,340)		
Balances, December 31, 1964	<u>\$11,887,945</u>	<u>\$816,679</u>	<u>\$414,996</u>	<u>\$189,207</u>

See accompanying notes.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 1964

1. *Investments*

Investment securities held in the General Fund are stated at cost, less amortization, if acquired subsequent to December 24, 1936, or at market values shown in the Trustee's inventory as of that date. All other securities are valued at cost. Gains and losses from sales of securities have been determined on the basis of these values.

2. *Museum property*

The Museum land and buildings, together with the 5,000 shares of The Isabella Stewart Gardner Museum in the Fenway, Incorporated (representing the contents of the Museum building, lot and greenhouse) are stated at appraisal values as shown in the Trustee's inventory as of December 24, 1936.

REPORT OF CERTIFIED PUBLIC ACCOUNTANT

The Trustees

The Isabella Stewart Gardner Museum, Incorporated

Trustee under the Will of Isabella Stewart Gardner:

We have examined the accompanying statement of assets and funds resulting from cash transactions of The Isabella Stewart Gardner Museum, Incorporated, Trustee under the Will of Isabella Stewart Gardner at December 31, 1964, the related statements of income received, expenditures and appropriations and changes in funds for the year then ended. Our examination was made in accordance with generally accepted auditing standards, and accordingly included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances. The securities owned by the Museum at December 31, 1964 were accounted for by examination or by confirmation received directly from the custodian.

In accordance with the generally accepted practice of nonprofit organizations, the accounting records are maintained generally on a cash basis and therefore receivables, accruals or prepayments of items of expense and income are not included.

In our opinion, the accompanying statements present fairly the recorded assets and funds, resulting from cash transactions, of the Isabella Stewart Gardner Museum, Incorporated, Trustee, at December 31, 1964 the income received, expenditures and appropriations and changes in fund balances for the year then ended, on a basis consistent with that of the preceding year.

ARTHUR YOUNG & COMPANY

February 3, 1965

One hundred twenty-five copies of this report/book were printed, twenty-five of which were bound in boards and one hundred in wrappers, by The Anthoensen Press, Portland, Maine.



